

11.3 Details on Vendor Proposed Solution

11.3.1 Relationship Management

11.3.1.1 What is Governance?

Governance is the combination of the people, organization structures, management guiding principles, operational procedures and processes, commitments, meetings, metrics and reporting upon which VITA and the Commonwealth Partners will manage the delivery of services, and co-manage the relationship and value creation activities.

Governance Structure

The Commonwealth Partners will participate in joint governance processes to co-manage the relationship with the Commonwealth by implementing the Governance Structure described in Section 5.0 of the Comprehensive Infrastructure Agreement and shown below in Figure 11.3.1-1. We realize the importance of establishing a jointly developed and agreed to governance structure with participation from not only Account Team and VITA, but also Key Executives from the Commonwealth Partners and the Commonwealth. This governance structure will facilitate the continued alignment of delivered services with Commonwealth strategies and goals.

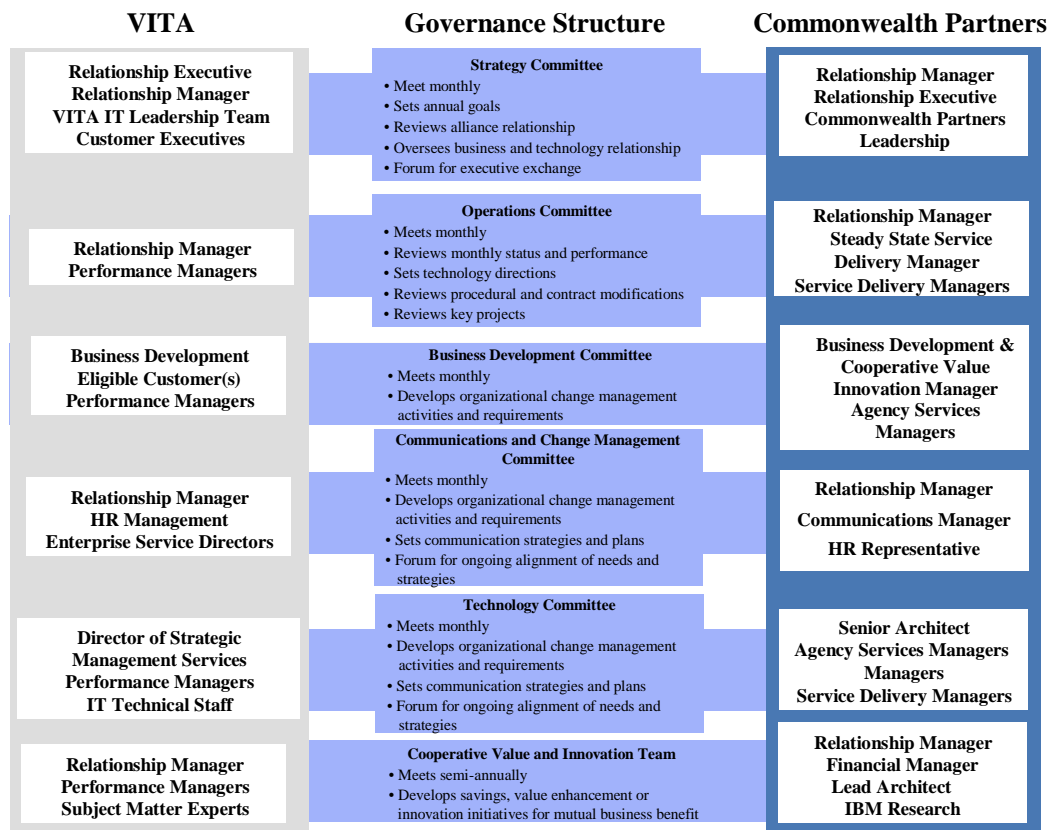


Figure 11.3.1-1 - Governance Structure

The governance structure set out by the Commonwealth in the Infrastructure Comprehensive Agreement establishes a set of committees and teams that will provide effective communication to the Account team

and the affected Agencies, provide management insight into and control of functions critical to meet performance service levels, facilitate participative evaluation and support decision. The Commonwealth Partners are committed to the success of our relationship with the Commonwealth and have identified Key Executives as identified in Section 5.2.2 who will participate in governance committees and take responsibility for the performance of the Account Team.

Governance Protocols

The Commonwealth Partners believe that to develop and improve a successful relationship, in addition to the organization, committee structure and management processes we will need guiding principles for the teams. We will work with the Commonwealth to develop, adopt and implement guiding principles to shape the behavior of the team to achieve a strong and successful relationship. We recommend using from the following relationship management mechanisms:

- Decision Making Mechanism;
- Communications Mechanism;
- Conflict-Resolution Mechanism;
- Code of Success;
- Measures of Success/Metrics; and
- Relationship Monitoring Mechanism (Relationship Review/Alignment).

Decision Making Mechanism

Timely decisions will be required on a regular basis. Many decisions will affect multiple parties. Determining and documenting up front who should be involved in which decisions will increase the quality and speed of making decisions.

Communications Mechanism

Communicating change in the right way and at the right time can be a challenge, but with a committed communication plan and staff communication can be differentiator between success and perceived failure. The Commonwealth Partners are committed to delivering value and keeping the relationship with the Commonwealth and the affected agencies vibrant through a robust communications plan that includes a designated Communications Manager. Determining early in the relationship, what and when information will be communicated, with whom, and how will make a significant impact on the success of our relationship. Even a decision such as which medium to use (meeting, email, phone conference), which seems simple may become an issue if it prevents critical information from being shared. A communication grid will help to plan, describe, and document the communication activities.

Conflict Resolution Mechanism

It is inevitable that conflict will arise over the course of the partnering relationship. The Commonwealth Partners will resolve conflict jointly with the Commonwealth, and manage it well and in time. By managing conflicts together we will resolve them at their origin when possible in a collaborative way. Conflict escalation steps will be documented helping committees manage both conflicts escalated to them and any conflict that develops within them.

Code of Success

The joint establishment of “Rules of Engagement” is critical to building the culture and atmosphere of how our teams will work together. These jointly established ground rules will serve to remove barriers to communications, reduce time in accomplishing objectives, and increase clarity regarding the inter-organizational linkages and events as they occur.

Evaluating Success

A key element of relationship governance is providing an ongoing commitment that the partnering relationship will continuously meet VITA’s business and performance expectations through the documentation and understanding of issues, as well as via focused actions.

Governance Relationship

The Commonwealth Partners Relationship Manager and the Commonwealth Relationship Manager will define the co-managed relationship, and establish characteristics, criteria and objectives which they consider important to make the relationship successful. From time to time the Commonwealth and Commonwealth Partners Relationship Managers will meet to discuss the health of the relationship and progress toward meeting mutual objectives, and to monitor and address the feasibility and effectiveness of the governance protocols. The Figure 11.3.1-2 below suggests some criteria for evaluating the success of a relationship.

Success Criteria	Objective
Accountability	Clarity of roles, accountability framework
Decisions	Clarity of decision-making processes
Communication	Communication that pertains to managing strategic change, managing end user expectations, the evolving business agenda and updating one another on the value delivered to each other
Redundancy Elimination	Minimize or eliminate redundant efforts among projects
Coordination	Identify whether there are opportunities for additional coordination between projects to maximize benefits
Collaboration	Use collaborative tools for joint problem solving and conflict management
Stakeholder Commitment	Adhere to governance guiding principles

Figure 11.3.1-2 - Success of a Relationship

Relationship Monitoring Mechanism

Over the lifetime of the managed services arrangement between the Commonwealth Partners and VITA, the relationship will evolve and change. Proactively assessing and adjusting how the relationship is managed is critical to the success of our relationship. The Relationship Monitoring Mechanism should enable the Executive Management Committee to regularly assess the relationship and evaluate how successful it is and make recommendations for improvements.

The relationship review process closes the loop on governing a partnering relationship by documenting indicators and perceptions that identify potential areas for focus and development. Without such a review in place, dysfunction may be written off as interpersonal issues rather than inter-organizational issues that

require attention. An assessment can provide clues if one of the foundations for inter-organizational governance is weak or not supporting a joint direction.

Governance Principles

By utilizing our relationship methodology, we expect VITA and the Commonwealth Partners will be able to proactively co-manage the overall relationship and our unique partnering relationship in a collaborative manner so that we can both enjoy:

- Aligned expectations
- Minimal gaps between perceived and delivered value
- Enhanced capabilities to manage the organizational relationship
- Effective organizational interactions
- Convergent management practices for the relationship
- Good communications at all levels
- Optimal business results

Benefits of Governance

The objective of this organizational relationship alignment capability is to:

- Build, enhance, and perpetuate long-term business relationships that sustain mutual growth and profitability
- Ongoing management of the Value Exchange
- Optimize value to both parties in the business relationship
- Enable the parties to work better together and leverage each other for optimal value
- Establish a framework for aligning behaviors, measurement systems and management systems
- Provide tools to manage the business relationship
- Reduce frictional cost (check the checkers)

Tools for Relationship Governance

IBM treasures our reputation as a valuable partner to our clients and as a leader in the market place. We have developed a methodology for proactively managing long-term organizational relationships with a focus on mutual value exchange called Relationship Alignment Solutions (RAS). The implementation of the various RAS approaches and methodologies will substantially contribute to a healthy, vigorous relationship based on business value exchange and mutually agreed upon processes and operating protocols.

The Process for Establishing Governance

Using our methodologies and tools, we will establish and monitor the governance model during these two project phases:

- Relationship Launch – we establish the initial governance model during transition.
- Relationship Alignment – we monitor and adjust the governance model throughout the life of our agreement.

The Commonwealth Partners recommend a quick “health check” three to six months after the Service Commencement Date. A twelve (12) month cycle is usually appropriate for periodic health checks, but if a problem is found adjustments will be made to correct the problem and then a repeated health check is done to confirm improvement.

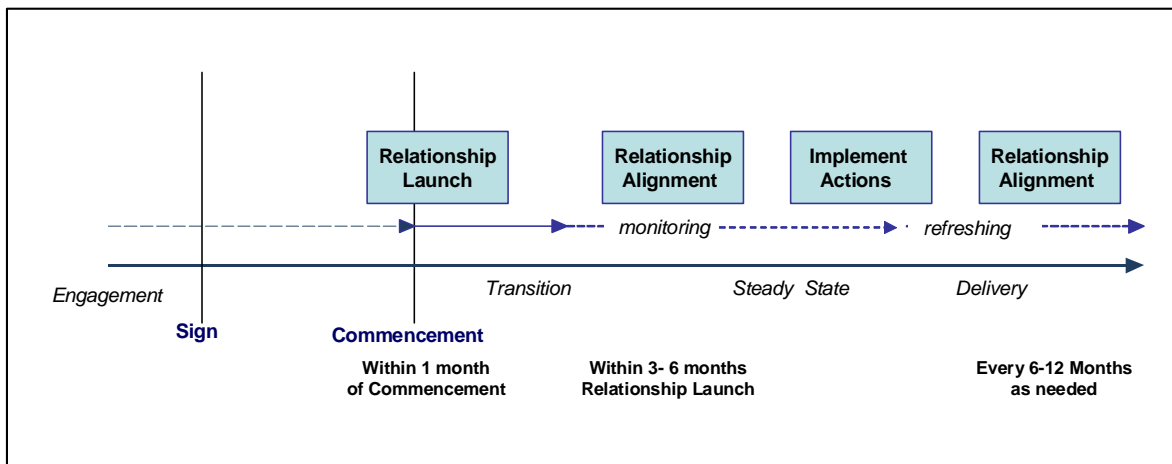


Figure 11.3.1-3 - Success of a Relationship

Figure 11.3.1-3 depicts the timeline for establishing and using the governance model for each phase of the relationship.

Governance Processes

Governance Processes discussed throughout the Infrastructure Detail proposal will be used to for service delivery and will be co-managed by the Commonwealth Partners and VITA. We will assign responsibility for these processes to Commonwealth Partner personnel assigned to the account and VITA will assign to their staff.

The Co-management Organizational Model in Section 6.3 of the Infrastructure Comprehensive Agreement will be used to co-manage the relationship. The Commonwealth Partners will assign account team personnel to roles for each Governance Mechanism category to oversee and be responsible for:

- Vision and Alignment
- Relationship and Contract
- Service Levels and Pricing
- Customer Satisfaction
- Vendor Involvement

Dispute Resolution

The Commonwealth Partners are committed to establishing and following a Governance Model designed for the success of the IT Infrastructure Initiative. We plan to focus on developing the trust of VITA staff through our commitment to building a relationship for success. However, from time to time there will be

disputes or issues that cannot be resolved and will require escalation to the Operations Committee by the Relationship Managers. The Commonwealth Partners will establish a Dispute Resolution process that will be referred to as an Issue Management process including the steps documented in Section 24.1 of the Infrastructure Comprehensive Agreement.

11.3.1.2

Managing Organizational Change for VITA's Transformation¹

IT Transformation will fundamentally change how information technology is managed across the Commonwealth. Infrastructure PPEA is a critical part of this Transformation and will form the technological foundation for other transformation initiatives. Consolidating data centers and partnering with a vendor on delivery of IT services will transform policies, processes and technology across the Commonwealth, both within VITA and throughout the agencies.

The impact of this transformation is far-reaching in scale and breadth. Work will be allocated and performed differently. New policies, services and relationships will be created. New interdependencies between VITA and the agencies and new state-vendor relationships will evolve traditional IT service delivery. Jobs, skills and performance measurement will be affected. Over time, new capabilities, services and IT solutions will be implemented, generating more enterprise-wide change. The common thread throughout all of these changes is that they will all impact how people deliver and receive IT services across the Commonwealth. In order to realize the business vision, VITA understands that change management must serve as a foundational element of the overall Relationship Management approach for Infrastructure PPEA.

Based on Due Diligence interviews and interactions to date, we believe that state agencies will react to the prospect of centralized services and vendor partnership with varying degrees of receptivity. Some will see its benefits immediately, recognizing the opportunity to shed the administrative burden of IT service and support, enabling heightened mission focus. Others will look at the change as a threat to mission, seeing centralized services as a loss of autonomy and control over mission-critical infrastructure, systems and staff. For many agencies, the prospect of yet another perceived layer of central control will be met with skepticism, notwithstanding the business benefits that will accrue to the Commonwealth. Receptivity at the employee level will also vary. Some employees will see opportunity to grow in their careers and develop new skills. Others will perceive Infrastructure PPEA as a threat to their retirement plans and benefits. In the meantime, employees must continue to perform effectively and managers must manage their employees throughout the Transformation. Infrastructure PPEA's success depends not only on the right technical solution and seamless implementation, but also on how VITA manages change and continuity, both for Infrastructure PPEA and across the Commonwealth's IT Transformation.

Transformation and Change Management

The Commonwealth Partners see the Transformation and change challenge as one that exists on two critical levels: the Transformational level, where VITA must manage multiple mission-critical Transformation projects, and the Infrastructure PPEA level, where VITA must plan and execute a large-scale change management effort in a partnership environment.

On the Transformation level, VITA must understand each project's objectives, plans, priorities and benefits within the context of the Commonwealth's overall IT Transformation. More specifically,

¹ The term "change management" is pervasive through complex programs. Section 11.3.1.2 specifically addresses our approach to organizational change management (not contract change management, change control management or other varieties). Additionally, since communications is an integral element of our organizational change management approach, general references to change management in this section include communications.

alignment around a shared understanding of how VITA will ultimately operate, governance of the transformation process and prioritization of individual Transformation projects are critical foundational elements of a well-designed and executed Transformation. Figure 11.3.1 - 4 below illustrates the Commonwealth Partners' Transformation Execution Framework, which provides a notional view of how VITA's vision and strategy can be successfully executed through alignment of the organization, coordinated action and prioritized projects. As VITA's Transformation unfolds, this framework will help to build an ongoing organizational capability for Transformation management in the future and provide context for the Infrastructure PPEA change challenge.

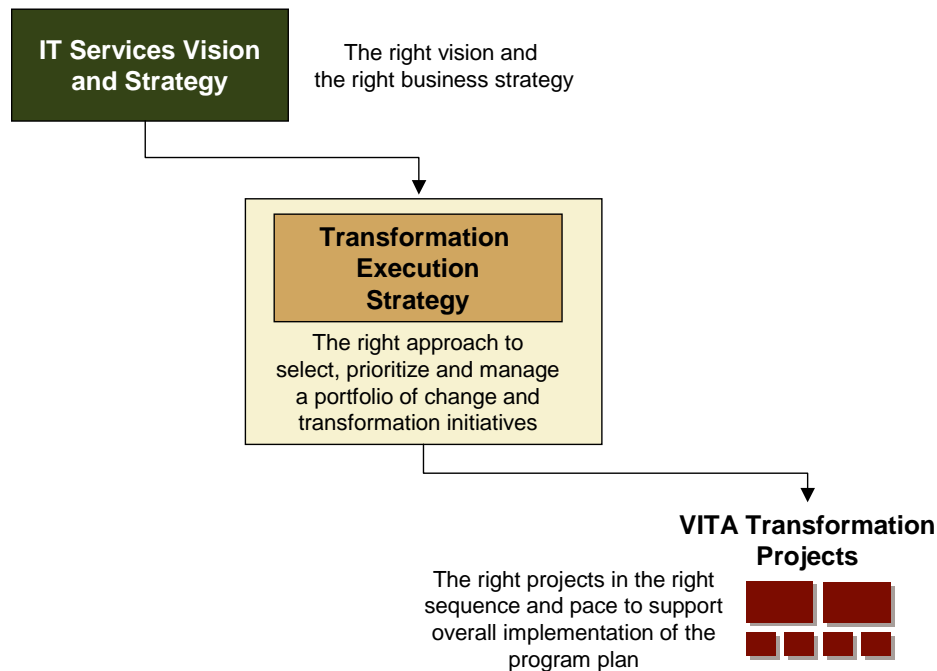


Figure 11.3.1-4 - Transformation Execution Framework

At the Infrastructure PPEA level, VITA faces a critical change management challenge. The Commonwealth's new operating model for information technology will introduce significant changes within VITA and across state agencies to how leaders lead, how managers manage and how employees do work. As such, leaders, managers and employees will need to know what will happen, why, to whom, when, what is expected of them and what support they will get throughout the process. Additionally, in Due Diligence leadership interviews, VITA and Commonwealth leaders and managers indicated that there are several challenges that VITA is facing²:

- VITA management is not yet aligned around a shared vision for transformation and “the how and when” to change
 - Agreement exists on the “what and why but not on the “how and when”
 - Management is not yet taking ownership of the Transformation, not yet engaged in the process and not yet equipped to lead change
- Multiple initiatives at VITA are stretching resources at all levels

² Over 30 interviews were conducted with key internal and external leaders and managers, to include: ITIB members, VITA Executives, Agency Leaders (Commissioners/Deputies/AITRs), ESDs, PPEA Program Leaders and Tower Leads, HR Managers and Communications and Change Management Managers. These findings are a summary of key themes found in the interviews.

- Need to clarify priorities
- General feeling of “too much, too fast”
- Recent history of significant organizational changes are impacting receptivity to and capacity for change
 - VITA stand-up, integration and other key change initiatives will impact change readiness
- Previously independent agencies view Infrastructure PPEA as a threat to autonomy, control and efficient, effective IT support
 - Concern that agency IT support staff will be thrice removed from agencies – not agency employees, not state employees and physically located offsite
 - Concern over the operational impacts of not meeting service needs
 - Concern that service levels, standards and processes will not be applied flexibly and based on business needs
- Charged political environment could potentially erode leadership support
 - New administration approaching
 - Promoting a “wait and see” approach
- Potential risk exists for the loss of critical institutional knowledge
 - VITA must retain knowledge of state operations
 - 28% of in-scope workforce eligible for retirement without penalty
- Organizational and individual competencies critical to success in the new environment need to be developed
 - Vendor management, customer relationship management, business development, IT investment management, change management

For Infrastructure PPEA, we will work with VITA to: address these and other challenges and risks; mobilize and align leaders; engage and communicate with stakeholders; prepare and equip the workforce; and, address the organizational implications associated with moving to a new operating model. Our team of leadership alignment, communications, organization development and training professionals will leverage our depth of knowledge of VITA’s people, processes and organization, as well as our knowledge of stakeholders across the Commonwealth. We will work with VITA to capitalize on its organizational strengths, including:

- Strong, visible and well-respected CIO ownership of the initiative and commitment to its success
- Broad agreement on the need for change and understanding of how to support it
- Talented and loyal VITA workforce.

In doing so, we will help VITA realize tangible business benefits. Figure 11.3.1 - 5 illustrates how an integrated transformation and change management effort helps to limit the drop in productivity and expedite realization of business benefits while reducing the disruption such a major change brings.

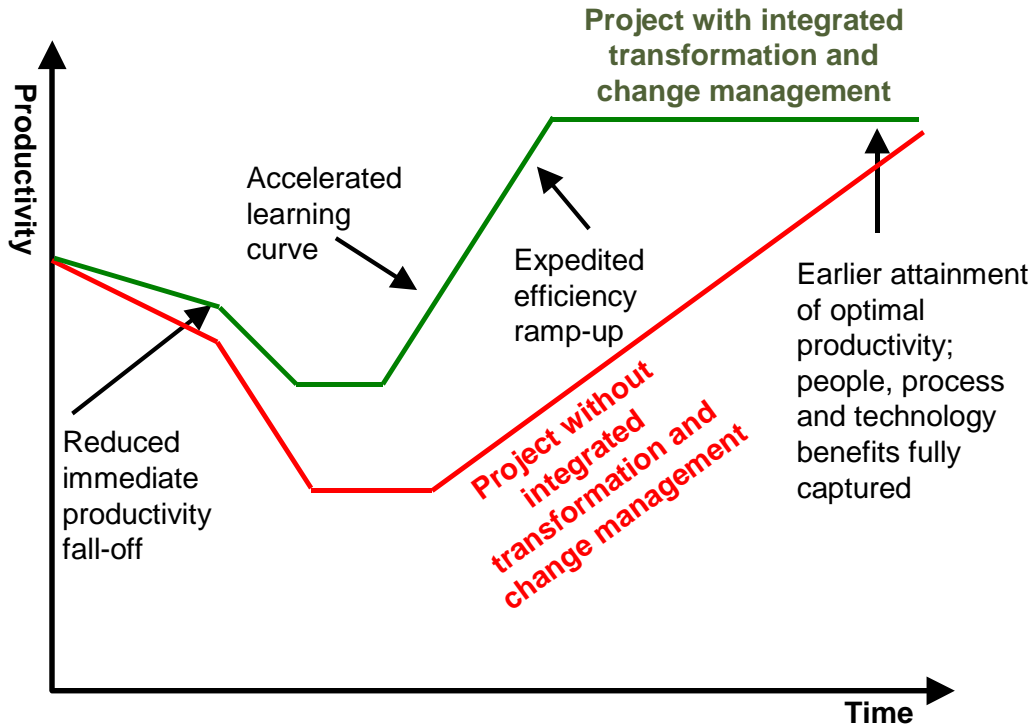


Figure 11.3.1-5 - Transformation and Change Management Help Expedite Realization of Benefits and Reduce the Disruptive Affect of Major Change

We will draw on VITA’s organizational knowledge and leadership commitment to inform and drive our approach. We, in turn, will provide our depth and breadth of experience managing large-scale transformations in order to equip VITA and guide implementation. As partners in Transformation, we are committed and excited to play a role in establishing the Commonwealth of Virginia as the leader in information technology management and a role model for business transformation.

Outcome-Driven Change Management Approach for Infrastructure PPEA

A successful Change Management approach for Infrastructure PPEA must be outcome-driven and focused on helping the project achieve three specific objectives, shown in Figure 11.3.1 - 6 below. Communications strategies and plans are a key means of achieving these outcomes and are embedded in our approach to achieving each objective.

Change Management Objectives	Which Manifest as:
Business Ownership & Leadership Alignment	<ul style="list-style-type: none"> • Leaders provide visible sponsorship, make timely decisions and drive accountability throughout the transformation • The leadership team is aligned around a shared understanding of how VITA will operate and how IT services will be delivered • Executive leaders through front line managers have a clear understand of their role throughout the transition, including what to start doing, what to continue doing and what to stop doing

Change Management Objectives	Which Manifest as:
User Adoption	<ul style="list-style-type: none"> All stakeholders (e.g. Leaders, managers, and employees; customers of IT services; oversight bodies, vendors, and others) whose processes, policies or systems will be changed during the transition have sufficient awareness, training and proficiency to execute before, during and following the transition
Organizational Alignment	<ul style="list-style-type: none"> Business, functional and agency jobs and /or organizational structures are aligned to improve the efficiencies of new processes, systems and services.³

Figure 11.3.1-6 - Outcome-Driven Change Management Approach

Progress toward these outcomes is measurable, will be monitored, and can be adapted to focus on the most critical areas of need as the overall project unfolds over time. Figure 11.3.1 - 7 provides specifics on change management metrics.

Organizing change management around measurable outcomes provides the Commonwealth with a means to monitor and apply change management efforts to optimize organizational momentum toward achieving project milestones.

Effectively Scaled

All three outcomes require focus throughout the life of the project; however, our approach allows us to work with the Commonwealth to apply the appropriate amount of effort to each of the outcomes throughout each phase of the project.

Part 1 of Figure 11.3.1 - 7 below provides a notional project roadmap that illustrates the iterative and concurrent nature of tower/team implementation plans. Part 2 shows the magnitude and sequence of change activities running iteratively and in parallel throughout the duration of the Infrastructure PPEA project. Part 2 also shows the projected degree of disruption and the related need for change management in specific areas of focus, which correlate to the sequence, pace and magnitude of the total portfolio of change management activities. For example, as the Mainframe and Server towers add to the technology changes already underway in the Messaging and Network towers, communication and leadership alignment efforts would ramp up accordingly.

³ Organizational alignment activities will be tightly coordinated with Transition Team and HR Team activities in order to facilitate a smooth transition for the workforce.

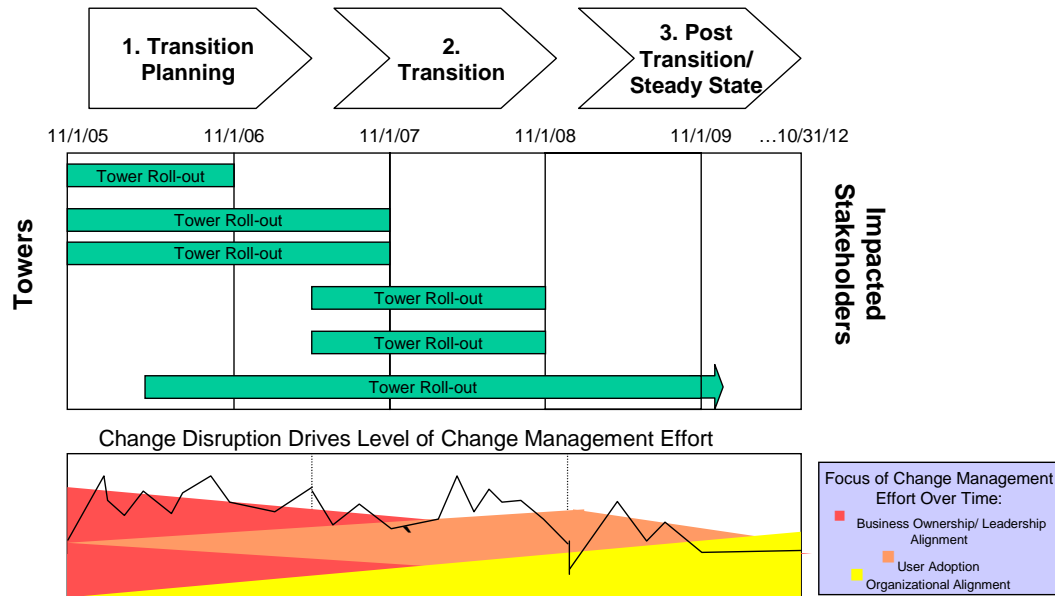


Figure 11.3.1-7 - Illustrative Project Roadmap Mapped and Associated Change Disruption and Change Activities

Applying change management and communications around specific initiative phases, allows the Commonwealth to scale and apply its change management activities and resources toward the outcomes that are most needed at critical points in time.

Enterprise-wide, Standardized Approach and Toolkit

Commonwealth Partners have a robust repository of tools, templates, techniques and Leading Practices that will be implemented to help achieve the desired outcomes. We will work with the Commonwealth to select the best mix of tools from our repository in order to achieve the three change management objectives. Figure 11.3.1 - 8 below provides an illustrative Infrastructure PPEA Change Management Toolkit (tools are arrayed by phase for each change management objective).

Change Management Objectives	Phase 1. Steady State/ Prepare	Phase 2. Transition	Phase 3. Post-Transition/ Perform
Business Ownership & Leadership Alignment	<ul style="list-style-type: none"> - Executive workshop: Leading Thru Change - Journey Map template - Organizational Risk & Readiness Assessment - Leadership Communications Drafts and Templates - Leadership Action Plans - Leadership 	<ul style="list-style-type: none"> - Leadership Action Plan updates - Transformation Awareness Events for front-line managers - Updated Org Risk & Readiness Assessment - Ongoing leadership alignment sessions - Business Process Acceptance Session 	<ul style="list-style-type: none"> - Executive Capstone Working Session “Keeping Transformation Alive” - Final Org Risk & Readiness Assessment and recommendations for ongoing efforts

Change Management Objectives	Phase 1. Steady State/ Prepare	Phase 2. Transition	Phase 3. Post-Transition/ Perform
	Commitment Assessment		
User Adoption	<ul style="list-style-type: none"> - Project Team training on enabling systems and processes (ex. Project-selected archive, data-share and communications tools & technologies,) - Awareness Events and/ or Town Halls - Training Needs Assessment - Training Strategy & Approach 	<ul style="list-style-type: none"> - Business Process Overview Events - Process Validation Events - Instructional Design - Manager Prep Sessions - Process and Templates - Training schedules & logistics - Coordination of training credits/ continuing ed credits - Execution of training (with project teams) - User Adoption Metrics and orientation - User Adoption tracking & reports - Ongoing adjustments to training schedule/project to maximize adoption 	<ul style="list-style-type: none"> - User Adoption tracking & reports - Adoption Risk analysis and recommendations - Monitoring of User Adoption outputs (= business results achievement) - Plan and resources identified for follow-up, remedial, and on-going training support within projects
Organizational Alignment	<ul style="list-style-type: none"> - Baseline Organizational Alignment Evaluation - Baseline competency model review 	<ul style="list-style-type: none"> - Recommendations and Design Workshop for leaders/ managers - “Designing and Implementing Organization Alignment Changes” - Alignment of policies and procedures - Hot Topic series for standing exec team meetings “Elements of Vendor Management” 	<ul style="list-style-type: none"> - Revised job descriptions completed for retained org - Strawman competency model for retained org
Relationship Management Support (PMO) ⁴	<ul style="list-style-type: none"> - Initiative on-boarding project & objective, including “understanding partner cultures & working together 	<ul style="list-style-type: none"> - Ongoing project communications support within project team - Ongoing project communications 	<ul style="list-style-type: none"> - Ongoing project communications support within project team - Ongoing project communications

⁴ The “Relationship Management” objective was added to the toolkit to illustrate Figure 11.3.1.2.-5 - Illustrative Change Management Toolkit the support and integration that the change management team will provide to the project team.

Change Management Objectives	Phase 1. Steady State/ Prepare	Phase 2. Transition	Phase 3. Post-Transition/ Perform
	effectively” <ul style="list-style-type: none"> - Change Management Boot Camp (for Commonwealth) - Steering Committee presentation and report templates - Decision-making and issue resolution processes for the project - Project Team Roles & Responsibilities - Communication Strategy & Plan templates - Stakeholder Analysis - History of Change/ Lessons Learned Exercise 	support for organization <ul style="list-style-type: none"> - On demand development of working sessions, meetings and/or events to address and mitigate emerging people-, org-, project risks - Leadership Action Plans and coaching for project executives (client and project team) - Ongoing Change Team development for client change resources - Executive facilitation 	support for organization <ul style="list-style-type: none"> - On demand development of working sessions, interventions and/or events to address and mitigate emerging people, organization and project risks - Coaching for project executives (client and project team) - Assessment of internal (client) change/ communications competencies & recommended plan

Figure 11.3.1-8 - Illustrative Change Management Toolkit

Once the baseline toolkit is selected, we will adopt and consistently apply it across the Commonwealth and the project team throughout the life of the project. The number of tools to achieve each objective is dependent on the phase of the initiative.

Consistent toolkit use and change management delivery across the project generates momentum for change and supports Commonwealth change management resources in building lasting competency and experience.

Measure, Monitor, & Adjust

Change management outcomes are linked to tools that support outcome attainment. Change management tools are linked to metrics that monitor effective use of toolkit and change management results.

Change management metrics are a combination of process and outcome metrics, respectively measuring the completion of core change management activities and the progress toward achieving the outcomes. These metrics, illustrated in Figure 11.3.1-9 and arrayed by change management objective, will be developed and validated in conjunction with Infrastructure PPEA project leadership and VITA executives to determine appropriate quantity, frequency and depth of metrics. Team members will be trained on expectations and measurement requirements.

Change Management Objectives	Phase 1. Steady State/ Prepare	Phase 2. Transition	Phase 3. Post-Transition/ Perform
Business Ownership & Leadership Alignment	<ul style="list-style-type: none"> - 100% of identified initiative sponsors and leaders complete readiness survey - 80% of sponsors and leaders have completed Leadership Action Plans - 60% of Leadership attend “Leading Thru Change” - 50% of Leaders rate 3.5 (out of 5) or better on Leadership Commitment survey 	<ul style="list-style-type: none"> - 100% of sponsors and leaders have completed Leadership Action Plans or non compliance is escalated - 100% of leaders attend 2 or more sessions offered throughout the change project - 80% of Leaders rate 3.5 (out of 5) or better on Leadership Commitment survey 	<ul style="list-style-type: none"> - Leadership Action Plan checklists complete - 95% of retained org leadership attends “keeping transformation alive” session - 90% of Leaders rate 3.5 (out of 5) or better on Leadership Commitment survey - Retained Org Leadership adopts its own “going forward” scorecard
User Adoption	<ul style="list-style-type: none"> - 100% of IT professionals have completed baseline skills assessment - Baseline Training Strategy & Approach – 100% complete 	<ul style="list-style-type: none"> - 90% attendance rate for training for each tower/team - User Adoption targets and acceptable progress 	<ul style="list-style-type: none"> - Business results targets and acceptable progress
Organizational Alignment	<ul style="list-style-type: none"> - Baseline Organizational Alignment Evaluation 100% complete 	<ul style="list-style-type: none"> - Workshop Attendance Levels acceptable 	<ul style="list-style-type: none"> - Key decisions on Organizational Alignment recommendations made - Employee satisfaction survey – acceptable levels
Relationship Management Support	<ul style="list-style-type: none"> - 100% adherence to PMO reporting and participation requests 	<ul style="list-style-type: none"> - 100% adherence to PMO reporting and participation requests 	<ul style="list-style-type: none"> - 100% adherence to PMO reporting and participation requests

Figure 11.3.1-9 - Change Management Metrics

Once the baseline set of metrics is selected, it is adopted and applied consistently across change activities throughout the life of the project. Consistent application of process- and outcome metrics set across the project allows the Commonwealth to gauge progress toward change management objectives as well as increases/decreases in momentum over the course of time.

Communications

Communications is a critical element of our approach and is an integral part of achieving each change management objective. It is an accessible, cost effective and immediate lever that can help the

Commonwealth engage employees, partners, citizens and other stakeholders of the project. Due Diligence interviews indicate that communication is an area of significant challenge and opportunity within VITA. The Commonwealth Partners plan to make an immediate impact on Infrastructure PPEA's success. More specifically, from Due Diligence interviews we understand that the need exists for proactive, frequent communications as well as a stakeholder preference for a targeted, "push" approach for content that involves executives and managers. We will work with VITA's communications professionals to make this happen.

In addition to being a powerful lever the Commonwealth can use to drive Transformation, it is also an area in which organizations often fail. Common points of failure include:

- Having a robust communications strategy and failing to execute
- Cutting short the communications resources to "save money," then paying the price in people- and organizational-resistance
- Spending too much time trying to build momentum mid-project - instead of achieving it early with increased communication
- Communicating infrequently while crafting the "perfect" message - while employees imagine something far worse than reality
- Communicating too infrequently because leaders want to avoid repetition of similar messages



Effective Communication Best Practices:

- Assesses the **environment** and **culture**
- Aligns with **the organization's vision and mission**
- Exists via an **infrastructure**
- Customizes **messages** by target **audience**
- Considers the **sender**
- Utilizes **multiple channels**
- Is **two-way**
- Drives **business results**
- Builds **image**

Figure 11.3.1-10 - Commonwealth Partners' Strategic Communication Approach

Our Strategic Communications approach, illustrated in the figure above, is focused on using outreach to build awareness and readiness across VITA and Commonwealth agencies and stresses interactive events that provide forums for feedback. Our team will work closely with the towers, teams and with HR to promote integration of communications activities with HR and Transition activities. This approach will be

scaled to meet the needs of the implementation plan. In executing this approach together, Commonwealth Partners will help the Commonwealth to build additional communication expertise throughout the organization, incorporate lessons-learned and leading practices in Transformation communications, and continue to build understanding and adoption of Infrastructure PPEA across stakeholder groups.

Like the overall change management approach, our communications approach is outcome-focused. It consists of six phases of effort and is supported by a robust toolkit from which the Commonwealth and Commonwealth Partners may select the most appropriate tools:

Assess the Current State: The current state assessment identifies the project's and organization's communication capabilities and builds the foundation of knowledge for subsequent communication activities. Key activities in this phase include a communications audit, stakeholder assessment and audience analysis.

Create a Communications Strategy: This is a high-level description of communication goals and objectives. This strategy aligns with organizational and project goals, roles and objectives, and prioritizes channels and vehicles in support of the strategic intent. The Communications Strategy also encompasses processes (e.g. approvals), protocols, channels, roles and support resources needed to create and deploy effective communication. Key activities in this phase include establishing goals and objectives and identifying channels and vehicles.

Identify Communications Infrastructure: Communication infrastructure is the blueprint of the flow of communication. For Infrastructure PPEA, we will leverage existing communications channels, such as: Open Doors, Leadership Communiques, VITA Buzz, Town Halls, Dialogue Sessions, email, FAQs and the VITA website. Communications resources are not confined to the communication team – they are leveraged throughout the organization and project team. Key activities in this phase include mapping of two-way communication flow and identification of defining leadership roles in driving communications.

Develop Communications Plan: The plan outlines the specific communication activities that will be implemented in alignment with the overall communication strategy and within the communication infrastructure. This plan covers the who, what, when, where, why and how of each communication activity. Key activities in this phase include development of a communications matrix and the communications plan

Execute Communications: In this phase, tactical communications are developed and disseminated, utilizing the communication infrastructure and adhering to the overall strategy. This is not only where the employees receive message content but also where many organizations fail to follow through on their commitment to communications. Leadership action plans will contain communications activities and accountabilities as reinforcements in order to avoid this potential problem. Key activities in this phase include development, refinement, approval and distribution of communications products and messages.

Monitor, Measure, and Adjust: This phase provides the continuous improvement loop in the communication methodology. To promote effective communications, we monitor and adjust the communication plan, as well as measure overall effectiveness of the communication strategy. Key activities include development of communications metrics and the design, development and execution of focus groups and communications effectiveness surveys.

We will work with the Commonwealth to review existing tools, products and channels and determine the most appropriate depth and frequency for specific use on Infrastructure PPEA. We will refine, improve and scale our approach throughout implementation and beyond.

Training

The Commonwealth understands that a willing and well-prepared workforce is key to the success of Infrastructure PPEA. Regardless of how much investment is made in a technical solution, a return on investment cannot be realized without employees who understand the new technology and are able to effectively use its capabilities. Our approach is designed to equip users to do their jobs effectively, embrace the new manner of working, and deliver expected results of the project.

We utilize the proven ADDIE training approach - **A**ssess and **A**nalyze Audience, **D**esign Curricula, **D**evelop & **R**efine Content, **I**mplement Training, and **E**valuate/**M**easure . These stages occur in sequence and are repeated for each tower.

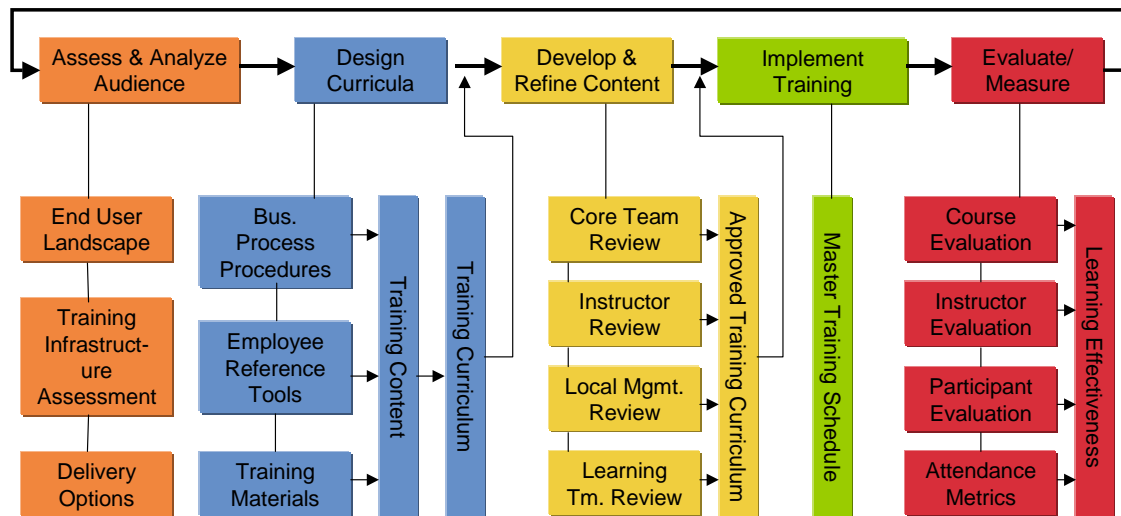


Figure 11.3.1-11 - Commonwealth Partners' Training Approach

Analyze the Audience: The key step in developing a successful training strategy is to understand the distinct needs of each Tower's end users. We will analyze each user category to determine who needs to know what information, when they need to know it, and what the appropriate delivery mechanism is for each category. Specifically we will seek to understand workforce and job impacts, locations of user roles and positions, current skill sets and new skills required, specific skills sets within each user group type, the technology proficiency of users, and the amount of PC skills training that will be required, if any. Additionally, we will account for the different types of training needed for each tower, including training on hardware, software, and process and policy changes. We will determine any learning gaps, which may impact success of end user training curriculum. At this stage we will work with the Commonwealth to identify training facilities and identify potential delivery mechanisms.

Design Training Plan and Curriculum: To maximize resources and implement a cost-effective training program, we will develop a comprehensive and detailed Training Plan. Our objectives for developing this plan are to: 1) reinforce knowledge comprehension; 2) train employees on what they need to know and do to perform their jobs effectively in the new environment based on their job roles; and, 3) implement a blended training delivery solution that considers various training delivery mechanisms. Training plan development will include a strategy, which outlines the scope, roles and responsibilities, deliverables, audiences, and deployment timeline throughout implementation. We will also detail a plan to address the specific curriculum for each user category. As part of our training activities, we will also develop training materials, which will include executable tools, including detailed guides, templates and tools.

Commonwealth Partners will leverage appropriate training content documentation tools and will develop activity guidelines, templates, and tools for creating the training content.

Design, Validate and Refine the Content: We will validate the curriculum, training content and schedules with the towers/teams and other stakeholders to ensure relevancy and accuracy, gain support and meet business needs. The Project Team, trainers, and other representatives from the Commonwealth will test materials and exercises prior to delivery.

Deliver Training: The Towers/Teams who have designed the new solution will train end users. We envision a teaming approach that involves both Commonwealth Partners and Commonwealth project team members as instructors to:

- Increase trainees' perception of training and solution credibility
- Continue building internal knowledge and expertise on new business processes and roles
- Drive continued, shared understanding of impact of new systems/ processes to the functions/organizations
- Build depth of understanding in new technologies within partner and Commonwealth team leads
- Develop increased, ongoing training competency within the Commonwealth

We will work with leaders to apply resources optimally during training in order to support continuing operations and drive training attendance.

Evaluate and Measure User Adoption: Our approach is focused on the delivery of key outcomes, including user adoption. Traditional training approaches and metrics focus on measuring user participation in training courses. Commonwealth Partners training approach and metrics focuses on user adoption and execution of the new processes, systems and tools. The following are key focus areas:

- Participant evaluation of training content and delivery
- Ability of users to execute new processes/systems at their desks
- User understanding of new processes/systems within a Commonwealth business context
- Sufficiency of user rate/accuracy to avoid rework and disruption to client satisfaction
- Achievement of overall project objectives, including service delivery and user adoption

This outcome-based approach to training and measuring training results will help to capture lessons learned, improve content and facilitate a smooth transition for each tower. We will work with the Commonwealth early in the project to customize this approach in order to meet the Commonwealth's unique needs.